



Effect of Leadership Intervention Strategies on Conflict Management in the Anglican Church, Diocese of Eldoret

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Abstract

The main purpose of the study was to evaluate the effect of leadership intervention strategies in the Anglican Church Diocese of Eldoret. The research design adopted for this study was a descriptive survey. The target population was 1933 respondents comprising lay congregants, church leaders and the clergy members. The sample size was 331 respondents. The data collection instruments for this study primarily consisted of a questionnaire and interview guide. Data analysis was conducted using a combination of qualitative and quantitative techniques. The quantitative data from surveys was coded and processed and analyzed by SPSS version 25. The finding was presented with the aid of tables, graphs and notes. The study findings showed that leadership intervention strategies had a statistically significant influence on conflict management outcomes ($\beta_1=0.201$; $p<0.05$). In conclusion, transparency, accountability, and inclusiveness were more effective in managing conflicts within the Anglican Church Diocese of Eldoret. The study recommended that the church leaders should continue to prioritize transparency, accountability, and inclusiveness in their leadership practices.

Key words: Leadership intervention strategy, Conflict management, Anglican Church and Diocese of Eldoret.

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1.0 Introduction

1.1 Background of the Study

Conflict is an inevitable aspect of human interaction and within religious institutions like the Anglican Church, managing conflicts effectively is essential for maintaining unity and achieving organizational goals (Jegede, 2019). Conflict management is crucial for the sustenance of the church's role as a moral compass and community anchor. Effective conflict management within a church is crucial for maintaining its role as a moral compass and community anchor for several reasons (Kossakowski & Besta, 2018). A church is not only a place of worship but also a moral guide for its congregants. When conflicts arise and are left unaddressed, they can undermine the moral authority of the church, eroding the trust and confidence that individuals place in their teachings and leadership. Effective conflict management enables the Anglican Church to fulfill its mission of promoting spiritual growth, social justice, and community welfare, thereby reinforcing its role as a moral guide and a beacon of hope within the community (Princewell, 2017).

Globally, religious organizations face challenges that can lead to conflicts, including doctrinal disagreements, leadership struggles, and societal changes affecting community dynamics and internal cohesion (Leustean et al., 2018). The Anglican Communion, as a global network of churches, is no exception, grappling with these issues across various regions. Different cultural contexts and theological interpretations contribute to diverse approaches to conflict management, influencing how disputes are addressed and resolved within the Church. Effectively managing conflicts within the church not only resolves internal disputes but also reinforces the church's credibility and moral authority within the community it serves (Brown, van Mulukom, Charles, & Farias, 2023).

In the United Kingdom, the Anglican Church, represented primarily by the Church of England, plays a central role in both religious and societal affairs. Internal conflicts often revolve around issues such as women's ordination, LGBTQ+ inclusion, and the interpretation of scripture (Harris et al., 2021). The Church of England has faced challenges in maintaining unity while accommodating diverse theological viewpoints. Statistics from the National Church Institutions show varying levels of attendance across dioceses, with urban areas generally experiencing higher attendance rates compared to rural regions. The church's influence extends beyond religious matters to include education, social welfare, and interfaith dialogue, influencing its conflict management strategies (Pembi, Ikemefuna, Kibikiwa, & Zoakah, 2023).

In Ghana, Anglicanism interacts with traditional religious practices and diverse cultural norms. The Anglican Church of Ghana, part of the global Anglican Communion, serves a growing membership across the country (Brittain & McKinnon, 2018). Conflict management within the church often involves balancing traditional Christian teachings with local customs and societal expectations. The church's role in education and healthcare initiatives contributes to its influence within communities, with statistics showing increasing participation in Anglican-led social development projects. Challenges include navigating tensions between modernization and traditional values, impacting internal cohesion and community relations (Harris, Yancey, Timbers & Cole, 2020)

The Anglican Church of Kenya (ACK) is no exception to these challenges, facing its own set of conflicts within individual dioceses. Historically, the Anglican Church has navigated

various theological and social shifts, often leading to internal tensions. These conflicts have manifested in debates over issues such as ordination of women, human sexuality, and theological interpretations, creating divisions that challenge the unity of the church. By addressing the unique challenges faced by the Diocese of Eldoret, the research aims to provide practical recommendations for building a more resilient and harmonious church community within the Anglican Church Diocese of Eldoret.

1.2 Statement of the Problem

Conflict management within Anglican Churches presents significant challenges, encompassing doctrinal disputes, leadership conflicts, and cultural or generational differences, as documented by Rowe (2022). These issues lead to theological tensions and disrupt decision-making processes among church members. Moreover, there is a noticeable absence of structured conflict resolution training for clergy and leaders, contributing to ineffective dispute resolution, communication breakdowns, and a lack of transparent dialogue. Historical grievances, coupled with power imbalances within church hierarchies and resistance to change, further complicate efforts to resolve conflicts, fostering an environment where disputes may persist or escalate (Baaz, Lilja, Schulz, & Vinthagen, 2022).

Specifically, within the Anglican Church of Kenya, Diocese of Eldoret, there is a lack of reliable conflict data, potentially resulting in underreporting or misrepresentation of conflict incidents. The absence of standardized metrics for evaluating the effectiveness of intervention programs poses additional challenges in assessing outcomes (Senehi, Scott, Byrne, & Matyók, 2022). The variability in conflict resolution approaches and the absence of baseline data for comparative analysis further hinder effective statistical evaluation. Therefore, this study aimed to address these gaps by evaluate the Effect of Leadership Intervention Strategies on Conflict Management in the Anglican Church, Diocese of Eldoret.

1.3 The Purpose of the Study

To evaluate the Effect of Leadership Intervention Strategies on Conflict Management in the Anglican Church, Diocese of Eldoret.

1.4 Research Question

How does leadership intervention strategy affect conflict management in the Anglican Church, Diocese of Eldoret?

2.0 Literature Review

2.1 Conflict Resolution Theory

The theory was originally coined by scholars like Kenneth Boulding in 1950s, John Burton, and Herbert Kelman in 1960s and 1970s who made significant contributions to the development of theories related to conflict resolution. Conflict resolution theory is a multidisciplinary field that seeks to understand the dynamics of conflicts and provides frameworks for managing and resolving them. At its core, conflict resolution theory

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recognizes that conflicts are inevitable in human interactions, whether at interpersonal, organizational, or societal levels (Budd, Colvin, & Pohler, 2020).

This theory advocates for a cooperative process where conflicting parties engage in open communication and joint problem-solving to achieve mutually beneficial outcomes. The integrative approach assumes that conflicts can be resolved through creativity and collaboration, emphasizing a win-win mindset where the interests of all parties are considered. This theory is particularly applicable in situations where there are multiple issues at play, and a cooperative solution is feasible (Rahim, 2023).

The theory views conflict as a zero-sum game where one party's gain is at the expense of another. This approach is often associated with negotiation and compromise, where conflicting parties aim to maximize their share of limited resources. Distributive conflict resolution is employed when integration is challenging, and the parties involved hold conflicting interests. The focus here is on achieving a solution that minimizes losses and secures the best possible outcome for each party.

In practice, the choice of conflict resolution theory depends on various factors, including the nature of the conflict, the parties involved, and the desired outcomes. Often, effective conflict resolution involves a tailored approach that draws from multiple theories. Skilled mediators or facilitators play a critical role in guiding the process, applying theoretical principles to real-world situations. Ultimately, conflict resolution theories provide valuable insights into the complex nature of effect of conflict intervention strategies on Conflict Management and equip individuals and organizations with tools to address and manage disputes constructively.

2.2 Leadership Intervention Strategy and Conflict Management in the Anglican Church

Conflict within religious organizations, such as the Anglican Church, is a complex and recurring issue that can undermine organizational unity and effect. In such contexts, effective leadership intervention strategies play a crucial role in managing and resolving conflicts (Brittain, & McKinnon, 2018). Various scholars have examined the effect of these strategies in addressing conflict dynamics within the Anglican Church, shedding light on the intricate relationship between leadership, conflict management, and organizational dynamics (Sandal, 2017).

Pirtle (2019) stated that leadership intervention strategies encompass a range of approaches aimed at addressing conflict within the Anglican Church. These strategies often involve proactive measures such as conflict resolution training, mediation, and pastoral counseling. Research by Clarke (2017) suggests that leadership intervention strategies that prioritize communication, empathy, and understanding are particularly effective in mitigating conflicts and fostering reconciliation within the Anglican Church. For instance, pastoral leaders who actively listen to the grievances of conflicting parties and facilitate constructive dialogue are better equipped to navigate complex interpersonal dynamics and promote conflict resolution.

Studies by Johnson (2020) have highlighted the importance of adaptive leadership approaches that balance authority with participatory decision-making and empowerment. By fostering a culture of shared leadership and accountability, Anglican leaders can cultivate trust and transparency, which are essential for effective conflict management and

organizational resilience. One of the key challenges in implementing leadership intervention strategies within the Anglican Church is the inherent tension between traditional hierarchical structures and the need for inclusivity and collaboration in conflict resolution processes. There was also a positive correlation between the implementation of sustainable conflict resolution practices and increased congregational cohesion over time. Efforts to address underlying structural inequalities and promote social justice were identified as critical components of sustainable conflict resolution within the Anglican context.

Helmick and Petersen (2018) on the research topic leadership intervention strategies and their effect in managing conflicts within the Anglican Church, found that the role of leadership intervention strategies in promoting long-term reconciliation and organizational transformation within the Anglican Church cannot be overstated. Research indicates that sustainable conflict resolution requires not only addressing immediate tensions but also addressing underlying structural inequalities and systemic injustices. Effective leadership intervention strategies should therefore encompass efforts to promote social justice, equity, and reconciliation, aligning with the core values and mission of the Anglican Church as an agent of positive change in society.

Fox (2023) assessed the interpersonal conflict between leadership and congregants in the African American Church. The study found that there are challenges of hierarchical structures within the Anglican Church, 65% of clergy participants struggled with balancing traditional authority with participatory decision-making in conflict resolution processes. Adaptive leadership approaches that emphasized collaboration and empowerment were identified as key factors in overcoming these challenges and promoting effective conflict management. Moreover, the statistical analysis revealed a correlation between theological differences, cultural diversity, and the complexity of conflict dynamics within Anglican congregations. Leaders who demonstrated cultural humility and sensitivity were more successful in navigating these contextual complexities and fostering inclusive approaches to conflict resolution.

Conceptual Framework

Conceptual framework is a diagrammatic presentation of the theory which is presented as a model where research variables and the relationship between them are translated into visual picture to illustrate the interconnections between the independent and dependent variables (Creswell, 2017). In this study the independent variables are the Leadership interventions, Resource management intervention, congregants' interventions and church culture intervention strategies. The dependent variable of the study is the effect of conflict management in the Anglican Church Diocese of Eldoret.

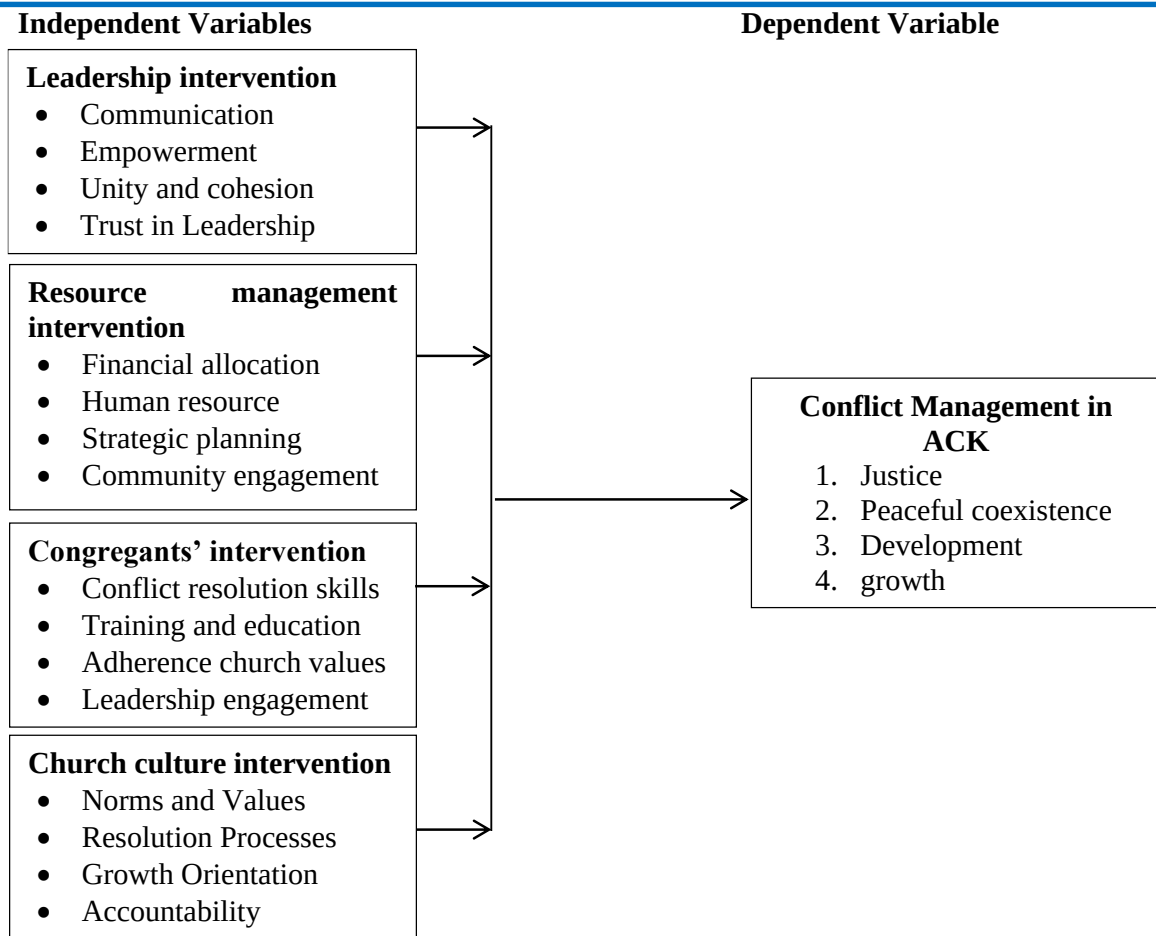


Figure 1: Conceptual Framework

Conflict management within the Anglican Church of Kenya (ACK) is shaped by various factors, grouped into four key areas: leadership intervention, resource management, congregants' involvement, and church culture. Each of these independent variables plays a significant role in determining how effectively conflicts are managed in the church.

Leadership intervention focuses on communication, empowerment, unity, and trust in leadership. Clear communication and strong leadership build trust among congregants, making it easier to resolve conflicts. When church leaders are united and empower their members, it fosters a collaborative environment that helps in addressing disputes before they escalate.

Resource management includes financial allocation, human resources, strategic planning, and community engagement. Proper management of resources, transparent financial practices, and strategic planning are crucial in preventing conflicts over resource distribution. Engaging the community in these processes ensures that the church's activities align with the needs and expectations of its members, reducing potential conflicts.

Congregants' involvement emphasizes conflict resolution skills, training, adherence to church values, and leadership engagement. Educating congregants in conflict resolution and ensuring they adhere to church values helps in managing disputes at their source. When congregants feel engaged with church leadership, they are more likely to work together to resolve conflicts amicably.

Church culture is shaped by norms, values, resolution processes, and accountability. A strong church culture that promotes shared values, clear conflict resolution processes, and accountability can prevent conflicts from arising and ensure that any disputes are resolved fairly and effectively. This culture sets the foundation for expected behavior and guides how conflicts are addressed within the church.

In summary, effective conflict management in ACK depends on how well leadership, resources, congregants, and church culture are managed. By focusing on these areas, the church can create an environment that minimizes conflicts and promotes peaceful resolutions, ensuring the unity and integrity of the church community.

3.0 Research Design and Methodology

3.1 Research Design

The research design adopted for this study was a descriptive survey approach, utilizing quantitative methods to gather data on the effect of conflict intervention strategies within the Anglican Church Diocese of Eldoret.

3.2 Target Population

the target population was composed of 1933 respondents attending church services every Sunday. It comprises clergy members, lay congregants, and church leaders which includes (1 peoples' warden and 1 wardens of very local church, all parish priests, Secretariats at the diocese, and Bishops in the diocese) affiliated with the Anglican Church Diocese of Eldoret.

3.3 Sampling Design

Sample size is a small group obtained from accessible population. The Sample size of this research was calculated using Taro Yamane (1973) formula with 95% confidence level and $e=0.05$ when the size of target population is known. The size (n) is determined based on the formula

$$n = \frac{N}{1 + N(e)^2}$$

Where N=Population size, e=Level of precision (0.05), n=Sample size.

$$n = \frac{1933}{1 + 1933(0.05)^2}$$

n= 331 respondents

Table 1. Sample Size

Target	Population	Sample Size
Lay congregants	1918	316
Peoples' warden	1	1
Wardens of very local church	1	1
Parish priest	1	1
Secretariats at the diocese (Arch Diccon's and	11	11
Bishops in the diocese	1	1
Total	1933	331

A stratified random sampling technique was employed to ensure representatives and diversity within the sample. Stratification was based on demographic factors such as parish affiliation to ensure proportional representation of different subgroups within the target population.

Sample size calculations were conducted to determine the required number of participants for both qualitative and quantitative data collection methods, considering factors such as confidence level, margin of error, and anticipated response rates.

3.4 Data Collection Instruments

The data collection instruments for this study will primarily consist of questionnaires and interviews. These instruments have been selected to gather both quantitative and qualitative data, providing a comprehensive understanding of the effect of conflict intervention strategies within the Anglican Church Diocese of Eldoret.

Questionnaires were used to collect quantitative data from a large sample of lay congregants and small number of church leaders within the Diocese of Eldoret. The questionnaires were designed to gather information on various aspects related to conflict management, including the effect of leadership intervention strategy, the effect of resource management intervention strategy, the effect of congregation intervention strategy and the effect of church culture intervention strategy on conflict management. Standardized likert scales and closed-ended questions were utilized to facilitate quantitative analysis and statistical comparisons

interviews were conducted to gather qualitative data from members including wardens, parish priests, secretariats at the diocese and the bishops in the diocese. Semi-structured interview guides were developed to explore in-depth perspectives, experiences, and insights regarding conflict intervention strategies within the Anglican Church Diocese of Eldoret. These interviews will provide rich, detailed narratives and allow for a deeper understanding of the complexities and nuances of conflict management within the church community.

3.5 Data Analysis

Data analysis was conducted using a combination of qualitative and quantitative techniques to provide a comprehensive understanding of conflict management within the Anglican Church of Kenya, Diocese of Eldoret. The quantitative data gathered from surveys was coded and entered into SPSS version 25 for analysis. This data was analyzed using

descriptive statistics to summarize the data, inferential statistics to draw conclusions about the population based on the sample, and regression analysis to examine relationships, associations, and predictors of conflict management effectiveness and intervention strategies.

For the qualitative data obtained from interviews, thematic analysis was employed. This process involved coding and categorizing the data to identify patterns, themes, and emergent concepts relevant to conflict management practices and challenges.

4.0 Results and discussions

4.1 Correlation Analysis Results

Table 3: Overall Correlation Analysis Results

		Leadership Intervention	Conflict Management in
Leadership Intervention	Pearson	1	
	Sig. (2-tailed)		
Conflict Management in	Pearson	.639**	1
	Sig. (2-tailed)	.000	

****.** Correlation is significant at the 0.01 level (2-tailed).

The findings as shown in Table 3 indicate that the Leadership Intervention Strategies has a positive and statistically significant influence on Conflict Management in Anglican Church Diocese of Eldoret with ($r=0.639$; $p<0.05$). This implies that Leadership Intervention Strategies significantly influence the effectiveness of conflict resolution mechanisms, laying a strong foundation for peaceful coexistence and cohesion within the church community. Specifically, this factor helps in organizing human and procedural resources—such as trained mediators, reconciliation forums, and policy frameworks—that contribute to structured and sustainable conflict management efforts. The findings are in line with Chambers (2023), who emphasize the importance of a resource management plan in identifying the human, material, and procedural resources required for successful project implementation. Similarly, in a church setting, leadership interventions act as a strategic resource plan that outlines the personnel, forums, and communication channels necessary to manage disputes effectively.

5.1 Conclusions of the Study

In conclusion, intervention strategies play a meaningful role in enhancing conflict management within the Anglican Church Diocese of Eldoret. Leadership intervention strategies appear to have a positive and statistically significant influence on conflict management, indicating the potential value of transparent and inclusive leadership practices. Similarly, resource management strategies show a statistically significant relationship with improved conflict outcomes, pointing to the importance of effective and accountable resource use. The involvement of congregants also demonstrates a positive and statistically significant effect on conflict management, highlighting the possible benefits of participatory engagement in resolving disputes. In addition, church culture intervention strategies show a statistically significant influence on conflict management, suggesting that

values such as empathy, forgiveness, and mutual respect may contribute to fostering a more harmonious church environment.

5.1 Recommendations of the Study

The church leaders should continue to prioritize transparency, accountability, and inclusiveness in their leadership practices. Regular leadership training workshops should be implemented to reinforce skills in conflict resolution, pastoral counseling, and open communication. These programs should emphasize the importance of integrating both clergy and lay members in conflict resolution processes to promote reconciliation and foster trust.

5.2 Suggestions for Further Research

Future research explores the effectiveness of conflict management strategies across other dioceses within Kenya and in different denominational settings globally.

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